

Barbara Holland will discuss how organizational change theories, especially leadership and change management theories, can help explain how some institutions operationalize the factors that promote institutionalization. Through an understanding of organizational change theories and processes, researchers and practitioners can develop assessment tools that enable measurement of the institutionalization of engagement in the context of an organization's overall strategic directions rather than as a separate activity. A research agenda related to institutional change will be outlined. Kevin Kecskes suggests that academic departments play a key role both in providing and modeling the skills and behaviors that students need in order to be successful and productive global citizens in the 21st century and in advancing transformation of institutions and reform of the academy. He will bring organizational change theory, cultural theory, and institutional theory to bear on discussion of investigating engaged departments. A research agenda related to engaged departments will be outlined. Lorilee Sandmann suggests that there is an urgent need for the assessment of service learning and community engagement leadership at all levels—program/center directors, department heads/chairs and deans, CAOs, and CEOs—and as it is enacted collectively. She will apply emerging understandings of institutional leadership to investigating how and why leaders' roles influence institutional effectiveness in meeting goals for service learning and community engagement. A research agenda related to institutional leadership will be outlined.

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